

*Leadership must be able to adapt and grow with your organization.*

## **Program Overview**

Esteemed researcher and Harvard professor, John Kotter, reminds us that research has consistently demonstrated that companies and teams that focus on developing a strong set of values over an extended period of time outperform companies that don't by a factor of *five to six times*. Culture is the shared set of values – how team members think and behave and is a reflection of a core set of behaviors consistently demonstrated by an organization's leaders and team. Culture can be assessed, measured, managed and change resulting in improved performance by individuals and teams across organizations.

Culture: The ladder to leadership success.

- Are you looking to improve management and corporate performance?
- Are you frustrated by the lack of success and traction for your continuous improvement strategy?
- Do you need to objectively measure your corporate values, culture and competencies?
- Or use hard data to focus the actions and behaviors of leaders and managers across your organization?

If these are questions you are asking yourself or problems you are looking to solve, our tools and experts at Lean Fox Solutions can help you with tangible, actionable strategies and maximize your investment from your Lean and performance improvement strategies!

We know that without clear measurement, change becomes random, and therefore difficult to manage and align to your organization's goals. Our tools and processes help you solve some of these most fundamental, leadership challenges!

## **Lean and Behavior**

Lean has been successfully used by many global organizations to eliminate waste and drive improvements and achieve new levels of performance across organizations, but more and more we are being asked *what's next?* Whether a company is new to the Lean Six Sigma process or they have been using it for years, the same rule applies: unless it can be translated into what an individual should be doing differently, in the end, nothing will change.

For long-term change, in addition to knowing **why** your organization must change, effective leadership is about changing both the **what** and **how** people do things. Without self-awareness, ongoing introspection and social insight, we miss key opportunities for improvement, whether in addressing areas of particular challenge or in capitalizing on strengths. In health care or hospitality, consulting or manufacturing, insight and introspection are critical to addressing the continuing changes. And when it comes to our organizational leaders, lack of self-awareness can lead to organizational breakdowns that have a direct, often dire effect on results.

One of the biggest challenges in managing change is describing to people in clear and simple terms what behaviors they require to be most effective in their jobs. Our Behavioural Science Solutions (BSS) diagnostic tools make it easy by using methodologies that clearly describe what the Key Behavior Indicators (KBIs) are for each job. People have known about Key Performance Indicators (KPI's) for years, but we believe that alongside KPIs sit KBIs - in other words, the actions and behaviors each job holder should be doing to perform their job most effectively.

High Job Performance is achieved when job KBIs (the Key Behavior Indicators for that specific job) are matched by what the job holder does. By describing the specific behaviors required, and measuring and remeasuring these, change can be tracked and focus to meet new demands and achieve higher performance.

### **Our Approach**

Working closely with our clients we identify a key group of leaders from across the organization or team. Those individuals are provided the *Executive Results Driver Questionnaire (ERD)* to complete. This assessment allows us to conduct our initial review of both team and individual behaviors. We work closely with those individuals to understand their results and work with those individuals on person-specific coaching plans to lead toward improvement. We also use this first phase assessment to conduct a review of team effectiveness against the top 10 behaviors of highly effective teams and a key list of behaviors of highly effective lean leaders. This allows us to build a training program for your team or organization that focuses on areas where your team needs to improve effectiveness to drive toward higher levels of performance.

### **Training – Seven Secrets of Highly Effective Leaders**

Generally, our interactive training is designed to help leaders increase their self-awareness by learning how to integrate a behavior-based approach into their leadership tool-kits.

From an organizational sense, the practical purpose of leadership is to deliver results that are superior to what market conditions suggest and to do so again and again. For commercial enterprises that's delivering results that differentiate and are better than the competition. For service industries, it's' delivering and improving customer performance.

Understanding how to best utilize a behaviour-based approach when leading a team or teams of people has been proven to help organizations and leaders not only improve results but dramatically increase performance, satisfaction and maximize their human capital investments. There are four central realities of leadership and each session is devoted to each of them. Overview of our 4-session training program:

<b>Session 1 – The Realities of Leadership</b> <ul style="list-style-type: none"><li>• In this session we explore the issue of <i>Influence</i></li><li>• Critical Behavioural Kinetics concepts:<ul style="list-style-type: none"><li>◦ Ask Them Vs. Tell Them</li></ul></li><li>• Authority vs. Influence</li><li>• Behaviors vs. Personality – how to unlock the best in people</li><li>• Understanding the situation and its effect on behavior</li></ul>	<b>Session 3 – High Performing Teams</b> <ul style="list-style-type: none"><li>• Creating and ensuring alignment, goals and objectives</li><li>• The importance of common values</li><li>• Developing effective forms of team communication</li><li>• Giving and accepting open and frank feedback</li><li>• Conflict resolution</li></ul>
<b>Session 2 – Optimal Leadership</b> <ul style="list-style-type: none"><li>• Understanding culture – measuring, assessing and adjusting to culture</li><li>• Motivation – creating effective strategies to influence behavior</li><li>• Autonomy, Flexibility and Creativity as forces within organizations</li></ul>	<b>Session 4 – Leading By and Toward Objectives</b> <ul style="list-style-type: none"><li>• Importance of role clarity</li><li>• Dealing with performance hindering behaviour</li><li>• Establishing priorities</li><li>• Strategic thinking and management</li><li>• Creating conditions for accountability</li></ul>

The goal of each session is to ensure all participants understand and utilize behavioral assessment tools and approaches to best guide, coach and mentor their teams to sustainment and success. In addition to their personal *Executive Results Driver Questionnaire*, participants receive a copy of Dr. Robin Stuart-Kotze's newly released book: "*The Seven Secrets of Highly Effective Leaders.*"

Upon completion of this training participants fully understand that Leadership is about:

- **influence**, authority and position
- your **behavior** (what you do), not your personality (what you are)
- the **situation** – every situation is different and requires different leadership
- **motivation** – and that's not carrot and stick

#### **Reassessment & Measure**

We believe that it is imperative to measure results and outcomes and therefore we work with our clients to conduct a re-assessment of all individuals and teams at an appropriate stage (typically 6 months) to understand and assess results. All participants will be provided a second *ERD* questionnaire for completion in order to re-assess both individual and team results. A second round of individual coaching and mentoring sessions are completed to ensure everyone is on the right track!

#### **About Lean Fox Solutions & Behavioural Science Solutions**

Lean Fox Solutions' provides cultural and leadership assessments to organizations to improve performance and organizational effectiveness. Partnering with International cultural assessment experts, Behavioural Science Systems, Lean Fox Solutions utilizes several behavioral assessment tools with clients to help assess the culture and leadership behaviors of individuals, teams and organizations. This assessment allows us to work closely with our clients to develop individual coaching, group and team development and organizational development strategies and training that will be most effective for your organization achieving better results!